BUDGET 2003

BRITISH COLUMBIA

Ministry of
Community, Aboriginal
and Women's Services

SERVICE PLAN
2003/04 – 2005/06

BRITISH
COLUMBIA

105-02932/

National Library of Canada Cataloguing in Publication Data
British Columbia. Ministry of Community, Aboriginal and Women's Services.
Service plan. — 2003/2004/2005 —

Also available on the Internet.
ISSN 1705-3757 = Service plan — British Columbia.
Ministry of Community, Aboriginal and Women's Services

1. Human Services — British Columbia —
Periodicals. 2. Community development — British Columbia —
Periodicals. 3. Local government — British Columbia —
Periodicals. 4. Machinery — Safety regulations — British Columbia —
Periodicals. I. Title. II. Title: Ministry of Community, Aboriginal and Women's Services service plan.

HV109.B74B74 353.5'09711'05 C2003-960021-1

For more information on the British Columbia
Ministry of Community, Aboriginal and Women's Services
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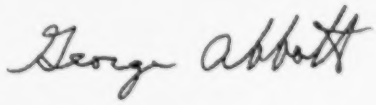
Published by the Ministry of Community, Aboriginal and Women's Services

Minister's Accountability Statement

The 2003/04-2005/06 Ministry of Community, Aboriginal and Women's Services Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. The plan was developed in the context of the government's *New Era* commitments, which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2003 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



George Abbott
Minister of Community, Aboriginal and Women's Services

January 28, 2003

Minister of State Accountability Statement

I am the Minister of State for Community Charter and 2010 Olympic Bid and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2003/04:

Community Charter

a) Develop and implement Community Charter municipal provisions, including publishing best practices and explanatory guides; and,

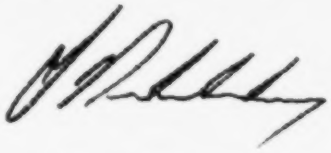
b) Define the scope, and develop the second phase of the Community Charter.

2010 Olympic Bid

When Vancouver is declared by the International Olympic Committee to be the host city:

c) Work with industry, sport, community and ministry partners to prepare the following Olympics-related plans:
   (i) Business investment plan;
   (ii) Sports development plan;
   (iii) Health development plan; and,
   (iv) Youth participation plan.

d) Establish a new organization to replace the 2010 Olympic Bid Secretariat and work with partners to create an Organizing Committee of the Olympic Games.



Ted Nebbeling
Minister of State for Community Charter and
2010 Olympic Bid

January 24, 2003

Minister of State Accountability Statement

I am the Minister of State for Women's Equality and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2003/04:

a) Make recommendations, including a new funding model, for the provincial inventory of transition houses, safe homes and second stage housing.

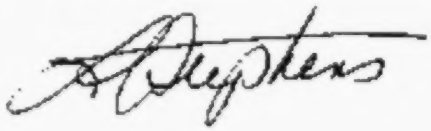
b) Implement the Safer Community Strategy.

c) Implement a long-term Child Care strategy through:

(i) operational grants to support licensed child care spaces;

(ii) a new capital grant program to increase or improve child care facilities; and

(iii) a new program to increase the quality of licensed and license-not-required family child care providers.



Lynn Stephens
Minister of State for Women's Equality

January 24, 2003

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Strategic Context and Core Businesses

Ministry Overview

The Ministry of Community, Aboriginal, and Women's Services manages the greatest range of programs of any provincial ministry. Every British Columbian is directly or indirectly touched by our programs. Ministry offices are located throughout the province, as are the partners with whom we contract to deliver services.

The Ministry is responsible for a range of issues established in legislation, regulation or policy, and is organized into eight core business areas with 10 goals.

Core Business	Goals
1. Local government	1. Open, accountable and effective local governments.
2. Housing and building	2. Housing needs and safe building standards are met.
3. Safety and standards	3. Loss of life, injury and property damage are minimized in the built environment.
4. Culture, heritage and sport	4. British Columbians participate and excel in culture, heritage, and sports.
5. 2010 Winter Olympic Bid Secretariat and Community Initiatives	5. British Columbia is host to the 2010 Winter Olympic Games and Paralympic Games.
6. Aboriginal, multiculturalism and immigration	6. Quality of life is improved for Aboriginal people. 7. The social and economic benefits of immigration and multiculturalism are maximized.
7. Women's services and child care	8. Women's unique social and economic needs are addressed. 9. A sustainable child care system that meets the needs of families.
8. Executive and support services	10. Support services enable Ministry programs to meet their objectives.

The Ministry of Community, Aboriginal and Women's Services is also responsible for more than 30 Crown corporations, agencies, boards and commissions (see Appendix A). The Ministry's organization is presented in Appendix B.

The Minister of Community, Aboriginal and Women's Services shares responsibility for specific initiatives with two Ministers of State: one having responsibility for women's equality and the other for development and implementation of the Community Charter and winning the 2010 Winter Olympic and Paralympic Games bid.

The Ministry relies on many partners to achieve its goals, including the federal government, local governments, non-profit societies and the private sector. These partnerships play a key role as we implement our four strategic shifts:

1. From provincial control to local autonomy;
2. From direct delivery of programs and services by provincial government employees, to delivery by communities and third parties;
3. From unfocused funding to performance-based funding; and
4. From prescriptive regulation to objective-based codes and standards.

These transitions mean change for both our staff and our clients and will continue through the three-year period of our service plan. Further, our programs must be delivered within the constraints of our budget plan and the continuing of workforce adjustment.

Mission Statement

The Ministry of Community, Aboriginal and Women's Services works in partnership with governments and communities to improve the day-to-day lives of individuals, building a stronger British Columbia.

Vision

Safe, sustainable, liveable and healthy communities, where:

- Individuals take responsibility for their futures, and are self-reliant, energetic and active;
- Women, Aboriginal people and immigrants can realize their full potential;
- Racism is eliminated and different cultures are celebrated;
- Safety systems and the physical infrastructure ensure a high quality of life;
- Government programs and services are responsive and readily accessible; and
- Individuals and families can participate in the arts, culture, sport and lifelong learning.
- Local governments realize their potential to be democratic, effective, collaborative and accountable.

Internal Vision

The ministry's dedicated, skilled employees thrive in a dynamic and supportive work environment, where they are able to deliver the highest service quality and value. The ministry promotes innovation, learning and results.

Values

- Focus on our clients.
- Create beneficial partnership opportunities.
- Use resources wisely.
- Treat employees and clients fairly and equitably.
- Create a culture of accountability, innovation and excellence.

Planning Context

For a ministry with as diverse responsibilities as the Ministry of Community, Aboriginal and Women's Services, many issues — both general and specific — affect the planning context. Below, we address the economic and demographic factors that affect all our programs.

The BC economy grew 1.9 per cent in 2002, faster than the 0.7 per cent expected at the time of last year's budget, according to BC's independent economic forecast council. The council now expects BC's economy to grow by up to 2.7 per cent in 2003. Further information on the BC outlook may be found in the *Budget and Three Year Fiscal Plan* released with the budget.

British Columbia's economy is continuing to change to a more diverse, less resource-dependent structure. Primary goods production is giving way to a greater emphasis on value-added manufacturing and services. Forestry, mining, fishing and agriculture are still important, especially in smaller communities, but they no longer dominate the economy. Since the mid-1990s, there have been fewer people working in these industries than in other types of goods production or service industries. This shift away from natural resource sectors has been exacerbated by the softwood trade dispute with the United States.

Between 1996 and 2001 the province's population grew, but was concentrated in urban centres. In sharp contrast, the population decreased in rural British Columbia, and some rural communities were among the fastest declining in Canada. The province's statistics agency, BC Stats, predicts that these trends will continue well into the future.

More specific discussions of the planning context can be found in each of the goal-specific sections.

Goals, Objectives, Strategies and Performance Measures

Ten sections follow this introductory one. Each section presents the planning information for a single goal and follows a consistent format including:

- **Goal**
  This is the long term result that the Ministry wants to achieve to fulfill its vision and mission.
- **Planning Context**
  This identifies and examines internal and external factors that can influence our goals, objectives and strategies.
- **Objectives**
  Objectives elaborate on the goals and provide more specific direction for the Ministry. We aim to achieve our objectives within the period of the plan.
- **Key Strategies**
  These activities are key program priorities over the next three years which will help the Ministry achieve its objectives.
- **Performance Measures and Targets**
  This service plan includes two types of performance measures: outputs and outcomes. Output measures are a program's level of service and are generally produced through the activity. An outcome measure indicates how well the intended results of a program's activities and outputs have occurred. As performance targets are the culmination of the planning process, we discuss this planning component more fully below.

Each goal's table of performance measures includes targets in each of the next three years for the key output and outcome measures. Keeping the performance measures to a limited number was a challenge for two reasons:

- the Ministry of Community, Aboriginal and Women's Services has nearly 40 branches (Appendix B); and,
- the full success of a program cannot be demonstrated with a single definitive measure.

As a result, the performance measures for each goal tell only a portion of the story of the results that the Ministry aims to achieve in the next three years. Each branch or division has its own service plan in which multiple performance measures are used. Accountability for these results is monitored internally.

The Ministry has made good progress in developing outcome measures. Part of this success is due to focusing on immediate outcomes. This is usually the impact on our direct clients. At this level, we maintain a significant amount of control and can be held accountable for the result.

However, ultimate outcomes, or the benefits to British Columbia society, are influenced by many external factors beyond the control of our programs. This can include other ministries, other levels of government, the economy, changing demographics, and the motivations of our clients. The Ministry is accountable for these results by way of monitoring them and responding with strategy adjustments as may be needed.

To be included in this plan, a performance measure must meet the following criteria:

- it is logically linked to the objectives and goal;
- it is relevant and understandable to the public and others service plan users;
- it is reliable, verifiable, practical, and cost-effective;
- it helps answer questions that the key users of our performance information might ask; and,
- the Ministry has a reasonable degree of control over the result, thereby making it fair to hold the Ministry accountable for that result.

In applying these criteria, some performance measures used in last year's service plan have been replaced with new measures. This is an expected part of the evolution of performance management in the Ministry. It provides a more meaningful and useful presentation of our intended results.

Changes from the Previous Plan

There are two significant changes to the Ministry's business and structure from those outlined in the 2002/03 to 2004/05 service plan. First, the Government Agents Branch has been transferred to the Ministry of Management Services. And second, the Ministry has assumed responsibility for the Child Care Subsidy Program, formerly with the Ministry of Human Resources.

Compared to the presentation of last year's service plan, this document differs as follows:

- Core businesses have been aligned with the Ministry's sub-votes as they appear in the Estimates. Last year's plan had five core businesses, some of which were very broad in scope. We now have eight.
- Goals and objectives have been restated to fit with the revised core businesses and to more fully represent the significant programs of the Ministry. We have moved from eight to 10 goals.
- Performance targets still include significant outputs; however, there is now a greater emphasis on outcome measures.
- As mentioned earlier, we now have a section for each goal in which we present all the planning components for that goal. This is a shift from last year when the plan's sections were by planning component.

Local Government

The Ministry of Community, Aboriginal and Women's Services supports local governments and public libraries by providing a legislative and policy framework; facilitating partnerships and intergovernmental relations; making changes to local governance structures and boundaries; providing targeted financial support; and through infrastructure grant programs. The Ministry also responsible for local government services in the University Endowment Lands.

The Local Government Department has a budget of $146.00 million for 2003/04 with 104 full-time equivalents in staff.

Goal: Open, accountable and effective local governments

Planning Context

There are 152 municipalities and 27 regional districts incorporated under the *Local Government Act* in British Columbia. Two municipalities, the City of Vancouver and the Sechelt Indian Government District, are incorporated under their own Acts. Predominantly, municipalities take the form of cities, districts, towns and villages.

Local governments range from the Village of Zeballos with a population of 243, to the Greater Vancouver Regional District with a population of 1,978,523, from the Village of Silverton with an area of 63 hectares to the Peace River Regional District with an area of 11,933,655 hectares. Local governments also have a wide disparity in the resources available to them. For example, the District of Wells has an annual budget of approximately $230,000 while the City of Vancouver had an annual budget of $664 million in 2002.

The planning context for local government includes such divergent influences as provincial policies, growing federal government interest in communities, greater demand for local public services, and public awareness of environmental issues such as the need for clean water.

In other areas, too, the role of local government is increasing in complexity and potential impact as citizens demand that local governments address the impacts of changes to the social and economic fabric of their communities. The new roles for local governments have led them to demand increased local autonomy, and with it a more collaborative approach to government-to-government relations, between and among local governments or with the province. Closely linked are increased public demands for efficient, effective and accountable local governments.

A key challenge for the local government department in achieving its performance objectives is to effectively implement the Community Charter so that local governments and the general public understand and accept the legislation and take advantage of the opportunities. The Community Charter defines a new relationship that embodies the strategic shift to local autonomy and addresses the need for increased coordination among different orders of government.

Objectives	Key Strategies
1. Local governments are able to effectively exercise broader authority in the context of enhanced accountability to citizens.	• Develop and implement Community Charter municipal provisions. • Define scope and develop second phase of Community Charter.
2. Communities are able to provide safe drinking water and appropriate sewage treatment.	• Deliver Canada/BC Infrastructure Program. • Deliver infrastructure planning grant program.
3. Efficient and effective local government systems.	• Assist communities engaged in restructuring activities. • Allocate unconditional grants to communities. • Co-ordinate provincial government actions in high growth regions and facilitate cooperation among governments.
4. Public libraries are able to provide accessible service on an equitable basis to all British Columbians.	• Develop a strategic plan for public libraries in British Columbia.

Performance Measures: Local Government

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Community Charter Phase 1, municipalities, legislation	Draft Community Charter tabled in 2002	Complete		
Output: Community Charter Phase 2 • define scope and consultation • introduce legislation	N/A	Complete	 Complete	
Outcome: British Columbians have improved water and sewer services as a result of Canada/BC Infrastructure Program				
Measures:				
• % British Columbians with improved water services	0%	6%	10%	60%
• % British Columbians with improved sewer services	0% in 2002/03	2%	4%	6%

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Housing and Building

Housing and building issues are supported within the Ministry of Community, Aboriginal and Women's Services through policy and legislation development as well as through transfers to the Crown agencies, BC Housing Management Commission (BC Housing) and Homeowner Protection Office. The Housing Policy Branch develops provincial housing policy including strategies and programs regarding issues such as the residential construction industry, leaky condominiums, housing markets, social housing, homelessness, housing for persons with special needs and the role of local government in housing. The Building Policy Branch, provides policy advice on the building regulatory system as well as administering the British Columbia Building Code.

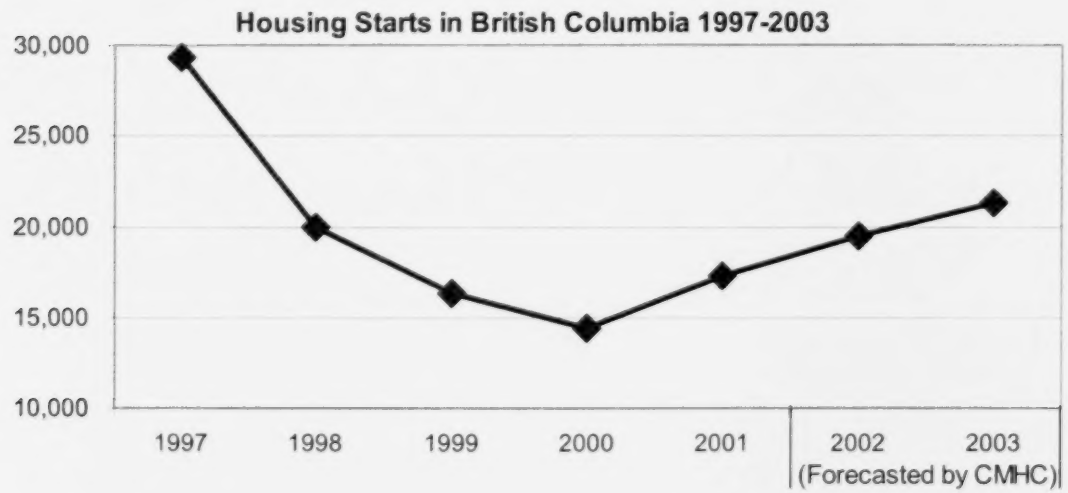
The Housing and Building Policy Department has a budget for 2003/04 of $147.60 million with 18 full-time equivalents in staff. Funding transfers to BC Housing accounts for 95 per cent of this budget.

Goal: Housing needs and safe building standards are met

Planning Context

During the past two years, low interest rates and rising consumer confidence have contributed to a robust housing market. The Canada Mortgage and Housing Corporation (CMHC) expects this to continue.

In the resale housing market, there were only 54,179 Multiple Listings Service (MLS) transactions in 2000. MLS transactions rose to 69,430 in 2001, demonstrating the recovery



in the market. CMHC expects the number of MLS transactions to continue improving, to a forecasted 73,000 residential sales in 2003.

Buoyed by continued low interest rates and strong consumer confidence, housing is expected to be one of the sectors leading the economic recovery of British Columbia.

However, affordability continues to be an issue. In 2001, the average price of a house on the resale market in British Columbia was $222,822, by far the highest in the country. CMHC is forecasting the average MLS price in British Columbia to be $238,300 by 2003, $399,000 in Greater Vancouver.

In the rental housing market, supply has lagged far behind demand in recent years. Only 20,000 market rental housing units were built in British Columbia in the last decade. Throughout the 1990s, market rental units accounted for only six per cent of all units built despite the fact that renters make up 35 per cent of households in the province. In 2001, the vacancy rate was one per cent in Vancouver and 0.5 per cent in Victoria. A healthy vacancy rate is considered to be three per cent. The lack of supply and rising rental rates have led to an increasing need for housing options for low-income households.

Consumer protection and pressure to increase assistance to owners of leaky condominiums remain on-going issues for government. There is also a risk that the vulnerable housing clients may be impacted by changes in other ministries' social support programs.

Objectives	Key Strategies
1. The housing market thrives.	• Develop housing industry stimulation options for the implementation of the new provincial housing policy. • Provide consultation and request for change in legislation to amend the *Homeowner Protection Act*.
2. The most vulnerable British Columbians are housed.	• Develop options for the implementation of the new provincial housing policy.
3. British Columbia has a modern building regulatory system for safe, healthy and accessible buildings.	• Participate in development of new national objective-based building and plumbing codes. • Develop proposals for a modern, efficient building regulatory system. • Establish and implement a mechanism for code interpretation services for all provincial users.

Performance Measures: Housing and Building

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Provincial Housing Policy implementation plan	Policy approved in 2002/03	Complete		
Output: Number of code change proposals reviewed for policy and technical concerns	Approx. 600 (last process was in 1998)	1,100		
Outcome: Local governments are better prepared to respond to local housing needs **Measure:** Response to local government survey: • % of local governments using the ministry's recent housing policy planning tools or guides	17% in 2000		30%	
Outcome: Housing is available for the most vulnerable **Measures:** Number of units of subsidized housing[1] Number of rent supplements provided[2]	40,500 15,100	1,114 new	1,271 new 500 new	1,095 new
Outcome: Benefits of an objective-based code are realized by users (e.g. less restrictive, allows innovation, easier to use) **Measure:** Stakeholder response to survey[3]				**2007/08** Majority surveyed agree benefits were achieved

[1] The administration of existing and construction of new units is the direct responsibility of BC Housing to which the ministry will transfer $139 million in 2003/04, $142 million in 2004/05 and $142 million in 2005/2006. Housing and subsidies are funded under partnerships with other ministries, the federal government and other sources (e.g., Ministry of Health Services, local governments) and delivered through partnerships with the private sector. Targets for 2004/05 and 2005/06 are subject to change pending the outcome of the Core Services Review. Baseline number is as at March 31, 2003.

[2] Includes Shelter Aid for Elderly Renters (SAFER) and other assistance. Baseline number is at March 31, 2003.

[3] The survey to determine the extent to which this outcome has been achieved must be conducted at least two years after stakeholders have had a chance to use the new objective-based code which is targeted to be adopted in 2004/05.

Safety and Standards

The Ministry of Community, Aboriginal and Women's Services supports safety and standards by providing public safety programs through the Office of the Fire Commissioner for fire prevention and through Safety Engineering Services for safety standards. The safety standards program includes inspection, certification and licensing of engineering installations, as well as the licensing of technical personnel. Government transfers are provided to Local Assistants to the Fire Commissioner as defined by the *Fire Services Act* for fires investigated and reported to the Office of the Fire Commissioner.

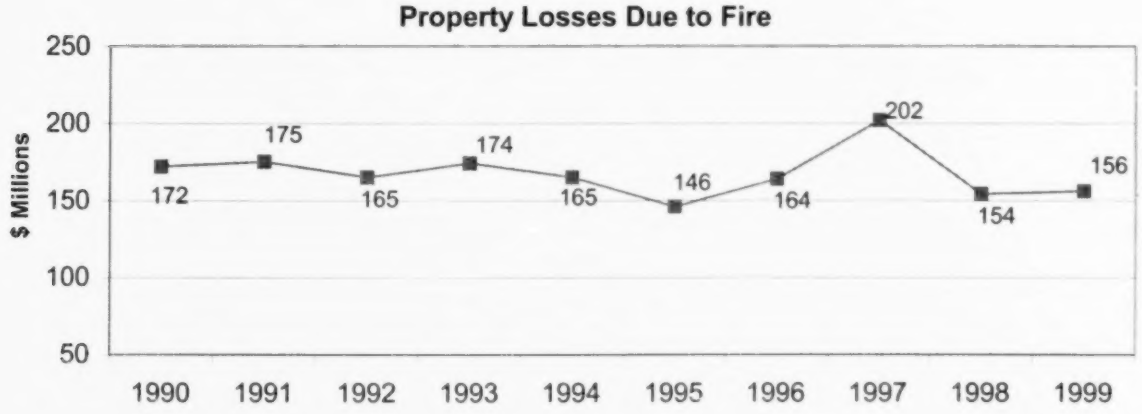
Safety and Standards has a budget of $21.01 million for 2003/04 with 238 full-time equivalents in staff.

Goal: Loss of life, injury and property damage are minimized in the built environment

Planning Context

The Office of the Fire Commissioner is the senior authority in the province with respect to fire safety and prevention. In 2000, there were 6,500 fires in British Columbia resulting in $150 million in losses, 37 fatalities and 328 injuries. While the number of fatal fires province-wide has been reduced over the past 10 years, the number of fire-related injuries must continue to be reduced.

The introduction of the Community Charter, which enhances the authority of local government, has implications for the Office of the Fire Commissioner. The Office of the Fire Commissioner will maintain its responsibility for leadership in fire safety and prevention.



It will also work with local governments to enhance their ability to deliver fire suppression and protection services in their communities. This new direction for local governments, as well as the passage of time, has created the need to modernize the fire and life safety legislation.

Safety Engineering Services is responsible for the provincial safety system, which is concerned with safety in the design, location, manufacture, construction, installation, operation, testing and maintenance of:

- Ski lifts
- Amusement devices
- Boiler and pressure vessels
- Electrical equipment and systems
- Elevating devices
- Gas equipment and systems
- Intra-provincial railways
- Refrigeration systems.

Over the past decades, the safety system has become fragmented. This is due to the proliferation of new safety-related materials, technologies and services; the growth in discipline-specific changes; and, the absence of a single body with a comprehensive safety mandate. The Ministry is moving to address fragmentation in the safety system through the strategies identified below.

Objectives	Key Strategies
1. Local governments are able to deliver effective fire prevention and safety services for their communities.	• Develop the BC Fire Code in an objective-based format (2004/05). • Provide training and public education on fire safety and prevention.
2. Gas, electrical, railway, elevating devices, and boilers and pressure vessels safety standards are set and met.	• Transfer the Safety Engineering Services Division to an independent authority (2003/04). • Develop a new *Safety Act* and regulations (2003/04). • Implement new Safety Engineering information management system.

Performance Measures: Safety and Standards

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Number of Local Assistants to the Fire Commissioner receiving advanced training in fire investigation and fire inspections	12 courses ~ 20-30 people per course in 2002/03	250	250	250
Output: Number of contractor and gas fitters licences issued	9,920	10,000[1]	NA[2]	NA[2]
Output: Number of exams administered	4,651	5,000[1]	NA[2]	NA[2]
Output: Number of installation and operation inspections	102,946	103,000[1]	NA[2]	NA[2]
Outcome: Loss of life and property due to fire is reduced **Measure:** Various	• 6,500 fires • $150 M in losses • 37 fatalities • 328 injuries in 2000	Trend will decline over time[3]		
Outcome: Increased public and worker safety **Measure:** Number of incidents	814 in 2000/01	Trend will decline over time[3]	NA[2]	NA[2]
Outcome: Increased compliance with safety standards **Measure:** Number of non-compliance reports issued	32,945 in 2000/01	Trend will decline over time[3]	NA[2]	NA[2]

[1] This is a demand driven result. The targets are based on the assumption that the demand for the service will be consistent with past years.

[2] Safety Engineering Service will be moved to an independent authority in 2004/05; therefore, no targets are set for these years.

[3] Improvements depend on a number of factors including: engineering practices, education, department resources and capabilities, and fire code or safety standards enforcement at the local level. There is expected to be a downward trend in the number of incidents over the long term.

Culture, Heritage and Sport

The Ministry of Community, Aboriginal and Women's Services supports culture, heritage and sports through policy and program activities, administration of the Physical Fitness and Amateur Sports Fund and the Olympic Arts Fund Special Accounts, as well as through policy and program support to the BC Arts Council, an independent, provincially funded agency. The Ministry provides transfers in support of cultural industries; heritage protection and preservation; community grant programs; amateur sport groups; and, sport and recreation projects.

The Ministry's resources to supports these sectors include the Cultural Services Branch, the Heritage Branch and the Sport and Physical Activity Branch. These branches, plus the Physical Fitness and Amateur Sports Fund as well as the Olympic Arts Fund Special Accounts, have a budget for 2003/04 of $32.10 million with 85 full-time equivalents in staff.

Goal: British Columbians participate and excel in culture, heritage, and sports

Planning Context

The arts and cultural sector is a rapidly growing component of the provincial economy. Cultural sector employment has been growing at more than twice the rate of the general labour force since 1981. The economic impact of the arts and cultural sector in the province is estimated at approximately $3 billion. As more formerly resource-based British Columbia communities try to develop tourism to fuel their development, they are looking to arts and cultural products to attract visitors. These communities look to the province to provide the policy and program leadership to take advantage of these opportunities.

With respect to heritage, BC has in excess of 215,000 buildings that pre-date 1945 as well as many other historic resources. Approximately 15,000 historic places have been identified by communities, but less than 1500 have been legally protected by local governments or the province. Development pressures, disincentives to rehabilitation, neglect and other factors have resulted in the loss of 21% of Canada's historic properties in the past 30 years.

Regarding sports and physical activity, about 750,000 British Columbians are registered members of provincial sport organizations — three-quarters of whom are youth and children. Nevertheless, there are growing numbers of children and adults who are not physically active. The health care costs associated with physical inactivity are estimated to be $273 million a year in British Columbia.

Objectives	Key Strategies
1. British Columbia's cultural sector contributes to quality of life and economic development of communities.	• Undertake program priorities review on behalf of the BC Arts Council. • Subject to approval, implement a strategy to improve the competitive position of the publishing industry. • Prepare a research report on a strategy to improve the competitive position of the Sound Recording Industry.
2. British Columbia's heritage is preserved and promoted.	• Devolve British Columbia heritage properties to community partners. • Contribute to the development of the Canadian Register of Historic Places.
3. British Columbians participate in physical activity and British Columbian athletes excel.	• Develop and implement the Aboriginal Youth FIRST Program. • Develop and implement the Active Schools, Active Communities, and Organized Sport Action Plans.

Performance Measures: Culture, Heritage and Sport

Performance Measures	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Agreements with third parties to manage devolved heritage properties	9 in 2002/03	20		
Output: Number of participants in Aboriginal Youth FIRST training programs	200 in 2002/03	250	NA[1]	NA[1]
Outcome: Communities recognize the value of British Columbia's heritage **Measure:** Number of communities with approved heritage strategies and plans	0 in 2002/03	2	4	4
Outcome: British Columbia athletes excel **Measures:** Team BC placement at: • 2003 Canada Winter Games • 2005 Canada Summer Games	1999 — 3rd 2001 — 2nd	3rd place		2nd place

[1] Funding for the Aboriginal Youth FIRST program has not been confirmed beyond 2003/04.

2010 Olympic Bid and Community Initiatives

The Ministry of Community, Aboriginal and Women's Services supports the 2010 Olympic Bid Secretariat and programs to support local initiatives through the Vancouver Agreement. The latter is a federal/provincial/municipal agreement aimed at supporting sustainable development in Vancouver, particularly in the city's Downtown Eastside neighbourhood.

The Olympic Bid, Community Initiatives and Vancouver Agreement Department has a budget for 2003/04 of $40.53 million with 16 full-time equivalents in staff. This includes $37.18 million for 2010 Olympic venues, endowment and security.

Goal: British Columbia is host to the 2010 Winter Olympic Games and Paralympic Games

Planning Context

The Games are being pursued with positive support from the public. The most recent poll taken by BidCorp (the Vancouver 2010 Bid Corporation, of which the Province of British Columbia is a member partner) showed over 80 per cent national public support. An International Olympic Committee poll showed 62 per cent public support in the Vancouver/Whistler areas. The BidCorp continues efforts to build upon that support.

The challenges faced by the Bid include divided aboriginal support for the Olympic Games, a belief among some in Vancouver that the Games will actually have a negative economic impact, and security demands due to the potential threat of terrorism.

Vancouver was named to the short list of candidate cities for the 2010 Games by the International Olympic Committee (IOC) in August 2002. Vancouver's competition is Pyeongchang, South Korea, and Salzburg, Austria. The winning bid will be announced in July 2003.

A study by the Ministry of Competition, Science and Enterprise indicates that the Games will have a substantial positive economic impact on British Columbia and the rest of Canada. This was confirmed by an independent consultant in November 2002. A winning bid for Vancouver/Whistler, combined with an expanded convention centre in Vancouver, could generate up to $10 billion in direct economic activity. The study also estimates over 200,000 direct and indirect jobs will be created across the province resulting in additional tax revenues up to $2.5 billion. Other major benefits include permanent community and sports legacies.

In response to the identification of Vancouver's Downtown Eastside as "Canada's poorest postal code" and the health crisis among its residents, representatives of the federal and provincial governments and the City of Vancouver signed the Vancouver Agreement, a groundbreaking urban development agreement that addresses social, health, and economic challenges in the city.

The Vancouver Agreement partners recognize the link between its mandate and the potential opportunities that a Vancouver-hosted 2010 Winter Olympic Games could create to address some of the long-standing challenges facing low-income communities in Vancouver. There is a need to address potential impact and create opportunities and legacies for low-income communities.

Objectives	Key Strategies
1. The Vancouver Bid for the 2010 Winter Olympic Games receives coordinated provincial support.	• Provide funding and advice to the Vancouver 2010 Bid Corporation. • Secure pledges for private and public financial support for the Olympic Games. • Respond to the technical questions raised by the International Olympic Committee with regard to the bid book. • If bid effort is successful, establish a new organization to replace 2010 Bid Secretariat and an Organizing Committee of the Olympic Games. • Prepare Olympics-related plans for the development of sports, health, business investment, and youth participation.
2. An enhanced sports system in British Columbia.	• Develop provincial sports infrastructure projects.
3. Partnerships for an integrated approach in achieving community revitalization and supportive social infrastructures.	• Partner in the Vancouver Agreement to revitalize the Downtown Eastside. • Identify opportunities resulting from the 2010 Games for new initiatives for Vancouver's inner city.

Performance Measures: 2010 Olympic Bid and Community Initiatives

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Sports infrastructure projects in partnership with LegaciesNow Society and others	0	6		
Output: New revitalization initiatives for Vancouver's Downtown Eastside are developed in partnership with other levels of government	0	2	2	2
Outcome: Vancouver is chosen as the host city for the 2010 Winter Olympic and Paralympic Games **Measure:** Formal declaration by the International Olympic Committee		July 2003		

Aboriginal People

The Ministry of Community, Aboriginal and Women's Services has responsibility for coordinating provincial efforts to improve programs and services for Aboriginal people living in British Columbia. This work is carried out by the Aboriginal Directorate.

The Aboriginal Directorate, including the First Citizens Fund, has a budget for 2003/04 of $7.12 million with 13 full-time equivalents in staff.

Goal: Quality of life is improved for Aboriginal people

Planning Context

Approximately 140,000 Aboriginal people live in British Columbia, but they do not enjoy the same quality of life as most others in the province. The Provincial Health Officer's annual report released in October 2002 confirms the long-standing inequality in health and social status. The standard of living of an Aboriginal person living in British Columbia is likely to be 20 per cent below the provincial average based on indicators such as income, employment, educational attainment and housing adequacy. A status Indian can expect to live 7.5 years less than other British Columbians.

In recent years more Aboriginal people have moved from reserves to urban centres. About 70 per cent now live off-reserve. This urban Aboriginal population is growing at a faster rate than on-reserve populations, with young adults and single-parent families dominating both groups.

The Premier and Cabinet have placed a priority on improving the quality of life for Aboriginal people, directing the Ministry to work towards better coordination and integration of resources to meet the needs of Aboriginal people. Our success in achieving our objectives depends largely on partnerships with other ministries, the federal government, and Aboriginal organizations and communities.

Objectives	Key Strategies
1. Aboriginal people and communities participate more in British Columbia's society and economy.	• Fund and support the First Citizens Fund for Aboriginal-owned businesses. • Coordinate annual First Citizens' Forum.
2. The province partners with the federal government and Aboriginal communities to address the needs of Aboriginal people.	• Develop provincial strategy to engage the federal government on the provision and funding of Aboriginal programs and services.

Performance Measures: Aboriginal People

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Provincial strategy to increase federal funding for Aboriginal programs and services		Develop implementation plan	Implement	
Output: Signed partnership agreements under the Aboriginal Employment Partnership Initiative	3 at Jan. 31/03	4	8	14
Outcome: Enhanced social and economic development opportunities for Aboriginal people through the First Citizens Fund				
Measures:				
• Number of jobs created and sustained through First Citizens Fund loans	382[1]	350	350	350
• Number of Aboriginal businesses started or sustained through the First Citizens Fund	141[1]	140	140	140
Outcome: Aboriginal languages are better protected and preserved				
Measure:				
Number and percentage of languages able to use Ministry's FirstVoices.com[2]	0 at Jan. 31/03	16 languages 50%	32 languages 100%	

[1] The baseline figures are the average of the years 1999/00, 2000/01 and 2001/02.

[2] This site allows British Columbia Aboriginal communities to document and archive their endangered languages.

Immigration and Multiculturalism

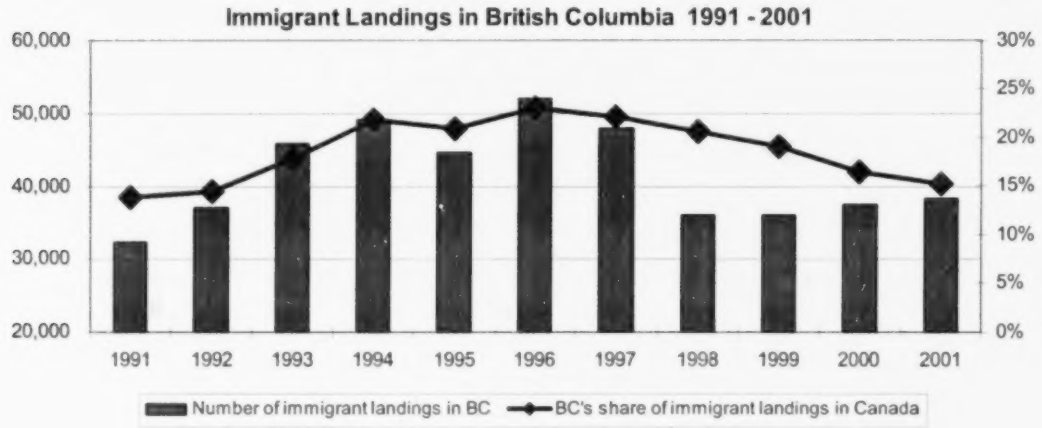
The Immigration Division of the Ministry of Community, Aboriginal and Women's Services represents the province's interests regarding immigration to the federal government, working to reduce barriers to the recognition of foreign credentials, and participating in the selection of immigrants through the provincial nominee program. The Settlement and Multiculturalism Branch plans, funds, implements, and manages anti-racism, multiculturalism and immigrant settlement programs.

The programs above have a budget for 2003/04 of $9.33 million with 42 full-time equivalents in staff.

Goal: The social and economic benefits of immigration and multiculturalism are maximized

Planning Context

British Columbia continues to be a major immigrant-receiving province, though our share of immigration peaked in the mid-1990s. Immigration to British Columbia is currently about 15 per cent of the national total. This is not expected to change over the next few years.



Many immigrants arrive in British Columbia with little understanding of how to secure housing, how the job market functions, and how the legal, transportation, banking, education, and health systems work. About one-half of immigrants arriving in the province do not speak English at landing.

In 1998, 35 per cent of new arrivals held bachelor or graduate degrees; 40 per cent had secondary school or less. Many immigrants arrive with intended occupations in the regulated professions and trades. However, often they experience difficulty getting their foreign credentials recognized by provincial regulatory bodies and licensing authorities.

Objectives	Key Strategies
1. Stronger communities through action on racism and greater awareness of multiculturalism.	• Respond to incidents of racism and hate.
2. Accelerated settlement of immigrants allows them to realize their full potential and contribute to the economy.	• Develop performance-based standards and provide funding for third-party service providers of immigrant settlement services.
3. Increased and expedited immigration with emphasis on skilled immigrants helps meet skill shortages.	• Manage international qualifications program. • Manage the Provincial Nominee program. • Renegotiate the Canada/BC Agreement for Cooperation on Immigration.

Performance Measures: Immigration and Multiculturalism

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Contracts awarded, funded, and monitored for provision of settlement services and language training	145	145	145	145
Output: Anti-racism or multiculturalism initiatives funded	30	25	25	25
Output: New agreements with employers to employ skilled immigrants through the Provincial Nominee Program	30	40	40	40
Outcome: Stronger communities through action on racism and greater awareness of multiculturalism **Measure:** Number of communities with anti-racism protocols in place	4	8	12	16
Outcome: Skilled immigrants are promptly employed in British Columbia's skill-shortage sectors **Measure:** Skill-shortage sector jobs filled by applicants of the Provincial Nominee Program	200	250	300	350
Outcome: Employment of skilled immigrants under the Provincial Nominee Program is distributed among the regions of the province **Measure:** % of employers in rural areas	25%	30%	30%	30%
Outcome: Employers and nominees are satisfied with the Provincial Nominee Program **Measure:** Respondents satisfied in annual evaluation surveys	75%	75%	75%	75%

Note: all baseline numbers above are for the year 2002/03.

Women's Issues

The Ministry of Community, Aboriginal and Women's Services has two branches to address women's issues. The Stopping the Violence Branch funds and manages transition house programs for women and children leaving abusive relationships and counselling programs for women who have experienced violence and children who witness abuse. The Women's Policy Branch provides policy analysis and research support to government on issues that affect women.

These branches, plus the Assistant Deputy Minister's office, have a budget for 2003/04 of $51.3 million with 34 full-time equivalents in staff.

Goal: Women's unique social and economic needs are addressed

Planning Context

The effectiveness of the Ministry's efforts depends largely on the cooperation of other ministries to maximize opportunities for women when developing and administering their policies and programs.

Women face significant economic challenges.

- In 1999, women who worked full-time earned about 64 cents for every dollar earned by a man.
- Of women working full-time in British Columbia, 5.7 per cent earned $50,000 or more in 1998, compared with 24.8 per cent of men.
- In 1998, 49 per cent of female lone parents fell below Statistics Canada's 1992 Base Low Income Cut-off.

Violence against women remains a largely hidden problem in our society. It exacts a high economic toll and causes serious health and societal problems. Violence against women that is witnessed by children can also have long lasting negative effects on these children.

Ten per cent of British Columbia women have experienced spousal violence in the past five years. This is the second highest rate of spousal violence among Canadian provinces.

Objectives	Key Strategies
1. Women experiencing abuse receive emergency shelter and counselling.	• Provide funding for counselling services for abused women and for children who witness abuse. • Develop performance-based contracts for service providers. • Make recommendations, including a new funding model, for the provincial inventory of transition houses, safe homes and second stage housing.
2. Government is enabled to make informed decisions on issues that affect women.	• Develop a reporting method to assess government's progress in advancing equality. • Implement Safer Community Strategy. • Complete an on-line Women's Services Directory.

Performance Measures: Women's Issues

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Contracts awarded, funded, and monitored for transition house services	61 in 2002/03	61	61	61
Outcome: Women and their children using transition houses are safely sheltered from violence **Measure:** Number of women and their children who used transition house services[1]	14,125[1]	14,000	14,000	14,000

[1] This is a demand driven result. The targets are based on the assumption that the demand for the service will be consistent with past years. The baseline is the average of the years 1998/99 to 2001/02.

Child Care

The Ministry of Community, Aboriginal and Women's Services supports the child care system in British Columbia through policy development and program administration. It provides operational funding to assist eligible licensed group and family child care providers with the cost of providing care and subsidies to parents to pay for child care.

The Child Care Policy Branch and Child Care Programs have a budget for 2003/04 of $184.28 million with 151 full-time equivalents in staff.

Goal: A sustainable child care system that meets the needs of families

Planning Context

There are just over a million families in British Columbia, and about 36 per cent of them include children under age 13. According to the 1997 Provincial Child Care Needs Assessment Survey, 45 per cent of these children require child care (278,000 children).

The demand for child care is largely attributable to the changing role of mothers in British Columbia. Statistics Canada reports that in 2001:

- 70 per cent of women with children under age 16 living at home were part of the employed workforce, compared to 39 per cent in 1976.
- 62 per cent of women with children under age three worked outside the home, compared to 28 per cent in 1976.

Access to affordable child care helps parents, especially mothers, participate in the paid labour force. Fiscal 2002/03 has been a transition year during which government has developed and implemented the first phases of its new strategic direction for child care. Foremost will be development of a new, sustainable, consolidated operating funding program and development of a new capital funding program. Additionally, a long-term plan is being developed to address child care issues in a comprehensive, coordinated fashion.

Objectives	Key Strategies
1. More child care spaces are available.	• Implement new integrated operational grant to support licensed child care spaces. • Implement a new capital grant program to increase or improve child care facilities. • Implement a new program to increase the quality of family and license-not-required child care providers. • Provide a referral Web site to help parents find licensed child care in their community.
2. Low income families are better able to meet the cost of child care.	• Provide child care subsidy to low income families.
3. Government is enabled to make informed decisions on issues that affect child care services.	• Develop options to implement long-term strategy. • Evaluate the operating and capital funding programs.

Performance Measures: Child Care

Performance Measure	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Transfers under agreements (contracts) for the Child Care Operating Funding Program and the Capital Funding Program	3,197 in 2001/02	3,400	3,630	3,860
Outcome: There are more child care spaces available for families				
Measure: Licensed child care spaces in BC	72,608[1]	74,060	74,780	74,780
Outcome: Financial assistance for child care providers is fairly distributed under the Child Care Operating Funding Program				
Measures:				
% of eligible centre-based providers that are funded	60%[2]	75%	80%	85%
% of licensed family providers that are funded	65%[2]	65%	70%	75%

[1] Licensed spaces in 2000/01, Ministry of Health Central Data System.

[2] Assumes not all eligible child care providers will apply for funding. This is consistent with past experience. Baseline is from 2000/01, the year of most recent available statistics.

Corporate Support

The Executive and the Corporate Services Department supports ministry programs by supplying services such as human resources, finance and administration, information technology, corporate policy and planning, and information and records management.

The Executive and the Corporate Services Department has a budget for 2003/04 of $13.53 million with 99 full-time equivalents in staff.

Goal: Support services enable ministry programs to meet their objectives

Planning Context

The Corporate Services Department is undergoing significant changes. During 2002/03 and 2003/04, payroll services will be moved to the Ministry of Management Services and human resource services will be centralized in the Public Service Employee Relations Commission. Staff from these functional areas will be transferred to the respective agencies.

The Corporate Services Department facilitates the Ministry's strategic shifts by supporting enhanced contract management, risk management and performance planning, as well as by encouraging public/private partnership opportunities. In addition, the department will place greater emphasis on training and professional development opportunities, succession planning and recruitment, in order to address needs stemming from workforce adjustment and the Ministry's changing skill requirements.

Please refer to the Human Resources Management Plan and the Information Resources Management Plan (summarized at the end of this document) for more information.

Objectives	Key Strategies
Corporate support services are responsive, innovative and efficient.	• Implement new information management systems for Child Care and Safety Engineering Services.
Organizational change is successfully managed.	• Transfer human resource services to central agency. • Implement Human Resource Renewal strategy.

Performance Measures: Corporate Support

Performance Measures	Baseline	Target		
		2003/04	2004/05	2005/06
Output: Training on employee performance and delivery plans	200 staff in 15 sessions	200 staff in 15 sessions		
Output: Common access to all ministry computer applications (% of staff using Virtual Office desktop environment)	50%	80%	90%	95%
Outcome: Performance of individual staff is clearly linked to performance of the ministry as a whole **Measure:** % of staff with Employee Performance and Delivery Plan	TBD	20%	30%	40%

Note: all baseline numbers above are for the year 2002/03.

Consistency with Government Strategic Plan

Government Goal 1: A strong and vibrant provincial economy

Corresponding Ministry of Community, Aboriginal and Women's Services objectives:

- Local governments may effectively exercise broader authority in the context of enhanced accountability to citizens.
- The housing market thrives.
- Accelerated settlement of immigrants allows them to realize their full potential and contribute to the economy.
- Increased and expedited immigration with emphasis on skilled immigrants helps meet skill shortages.
- The bid for the 2010 Winter Olympic Games receives coordinated provincial support.
- British Columbia's culture sector contributes to quality of life and economic development of communities.
- Corporate support services are responsive, innovative, and efficient.

Government Goal 2: A supportive social fabric

Corresponding Ministry of Community, Aboriginal and Women's Services objectives:

- The most vulnerable British Columbians are housed.
- Women experiencing abuse receive emergency shelter and counselling.
- More child care spaces are available.
- Low income families are better able to meet the cost of child care.
- Partnerships for an integrated approach in achieving community revitalization and supportive social infrastructures.
- Aboriginal people and communities participate more in British Columbia's society and economy.
- The province partners with the federal government and aboriginal communities to address the needs of Aboriginal people.

Government Goal 3: Safe, healthy communities and a sustainable environment

Corresponding Ministry of Community, Aboriginal and Women's Services objectives:

- Communities are able to provide safe drinking water and appropriate sewage treatment.
- Efficient and effective local government systems.
- Public libraries are able to provide accessible service on an equitable basis to all British Columbians.
- British Columbia has a modern building regulatory system for safe, healthy, and accessible buildings.
- Local governments are able to deliver effective fire prevention and safety services for their communities.
- Gas, electrical, railway, elevating devices, and boilers and pressure vessels safety standards are set and met.
- Stronger communities through action on racism and greater awareness of multiculturalism.
- British Columbians participate in physical activity and athletes excel.
- British Columbia's heritage is preserved and promoted.

Resource Summary

Core Businesses	2002/03 Restated Estimates[1]	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Operating Expenses ($000)				
Local Government	153,163	146,004	136,645	136,645
Housing and Building[2]	137,155	147,595	149,405	149,405
Women's Services and Child Care	251,360	235,580	203,358	203,358
Culture, Heritage and Sport	34,111	32,101	28,299	27,949
2010 Winter Olympic Bid Secretariat and Community Initiatives	4,213	40,530	21,577	45,637
Safety and Standards[3]	21,261	21,011	19,261	19,261
Aboriginal, Multiculturalism and Immigration	21,509	16,450	13,740	14,090
Royal British Columbia Museum[4]	14,155	12,751	12,105	12,105
Executive and Support Services	15,637	13,529	11,929	11,972
Totals	**652,564**	**665,551**	**596,319**	**620,422**
Full-time Equivalents (FTE)				
Local Government	104	104	91	91
Housing and Building	18	18	18	18
Women's Services and Child Care	200	185	172	172
Culture, Heritage and Sport	92	85	66	66
2010 Winter Olympic Bid Secretariat and Community Initiatives	18	16	3	3
Safety and Standards	238	238	38	38
Aboriginal, Multiculturalism and Immigration	62	55	55	55
Executive and Support Services	102	98	89	89
Totals	**834**	**799**	**532**	**532**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2003/04 *Estimates*. Schedule A, Consolidated Revenue Fund Expense, FTE and Capital Expenditure Reconciliations — 2002/03, of the *Estimates* presents a detailed reconciliation.

[2] Amounts include Housing and Building Policy Department, BC Housing Management Commission and Homeowner Protection Office.

[3] Safety and Standards includes Safety Engineering Services which is planned to be transferred to an independent agency in 2004/05.

[4] It is planned that the Royal British Columbia Museum will be a Crown corporation on April 1, 2003. Given this plan, FTE and capital amounts for the museum (133 FTEs and $3,696,000 capital) have not been included in the 2002/03 Restated Estimates in the Resource Summary.

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Core Businesses	2002/03 Restated Estimates[1]	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Local Government	0	77	40	40
Housing and Building	20	0	0	0
Women's Services and Child Care	500	375	0	0
Culture, Heritage and Sport	0	25	5	5
2010 Winter Olympic Bid Secretariat and Community Initiatives	3	0	0	0
Safety and Standards	1,900	2,670	50	50
Aboriginal, Multiculturalism and Immigration	0	355	100	100
Executive and Support Services	850	115	50	100
Totals	**3,273**	**3,617**	**245**	**295**

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The following major capital project information is presented in accordance with the *Budget Transparency and Accountability Act*, section 8.

Seymour Water Filtration Plant

Objectives

- In accordance with the *New Era* commitment, to ensure safe drinking water for all British Columbians.
- Construction of water filtration plant by the Greater Vancouver Water District at Seymour in North Vancouver under the Canada/British Columbia Infrastructure Program.
- Plant is expected to be completed by March 2006.

Costs

- Province's commitment is $50 million.
- The project's total eligible cost for program funding is $150 million to be funded equally by the province, the federal government and the Greater Vancouver Water District.

Benefits

- Over 760,000 households currently connected to the municipal water system will benefit directly from this project through the provision of improved quality potable water.

Core Businesses	2002/03 Restated Estimates[1]	2003/04 Estimates	2004/05 Plan	2005/06 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Local Government	0	77	40	40
Housing and Building	20	0	0	0
Women's Services and Child Care	500	375	0	0
Culture, Heritage and Sport	0	25	5	5
2010 Winter Olympic Bid Secretariat and Community Initiatives	3	0	0	0
Safety and Standards	1,900	2,670	50	50
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Associated Risks

- **Budget:** There is no risk to the Province's $50 million share of the budget. The Greater Vancouver Water District will absorb all financial risk beyond the program budget, using funds not sourced in any form of government grant.
- **Technology:** Proven technology is being used to construct the plant.
- **Environmental:** The Seymour Water Filtration Plant approval is conditional on the completion on the environmental assessment under the *Canadian Environmental Assessment Act*.

Deregulation

As part of the government-wide initiative to cut red tape, the Ministry of Community, Aboriginal and Women's Services completed a baseline count of 71,278 regulatory requirements. Projections for reductions are best estimates based on current data and three-year plans. As the impacts and timing of major initiatives are uncertain, these projections are subject to revision.

Program Area	Baseline at June 2002	2002/03[1]	2003/04[2]	By June 2004[3]
Safety	8,532	8,532	1,884	1,884
Railway	10,218	10,179	10,179	10,179
Fire	4,223	4,223	4,223	4,223
Local Government and Libraries	13,008	10,718	9,850	8,715
Heritage	17,324	13,096	2,708	2,708
Building	13,182	13,182	13,182	13,182
Arts and Culture	2,846	2,846	2,846	2,846
Housing	1,106	1,067	739	739
Child care	797	775	640	344
Aboriginal and Multiculturalism	42	42	42	42
Total	**71,278**	**64,660**	**46,293**	**44,862**
Reduction		6,618	24,985	26,416
Cumulative Reduction		9.3%	35.1%	37.1%

[1] Government target is 12%
[2] Government target is 15%
[3] Government target is 6%

Summary of Related Planning Processes

Human Resource Management Plan (Summary)

Organizational Development Directions for the Ministry of Community, Aboriginal and Women's Services

- Learning and innovative organization
- Proactive and visionary leadership
- Flexible and motivating environment
- Performance focused workplace
- Effective people strategy
- Progressive employer-employee relations

Major Projects

Description	Target	Output/Outcome
Human Resource Renewal	March 2004	Restructuring and consolidation of ministry operations complete. Staff are well positioned for future assignments. Succession and workforce plans are in place. Employee recognition programs reinforce ministry values. Employer/union relations within the ministry are maintained or enhanced.
Employee Development	December 2003	Available learning funds are aligned with ministry operational objectives. Employee performance and development plans are in place. Staff are aware of learning priorities. Employees are oriented to ministry and work unit objectives.
Internal Communications	March 2004	Employee awareness of ministry directions and opportunities to participate are maximized through use of multiple communication channels.

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Total	**71,278**	**64,660**	**46,293**	**44,862**
Reduction		6,618	24,985	26,416
Cumulative Reduction		9.3%	35.1%	37.1%

[1] Government target is 12%
[2] Government target is 15%
[3] Government target is 6%

Summary of Related Planning Processes

Human Resource Management Plan (Summary)

Organizational Development Directions for the Ministry of Community, Aboriginal and Women's Services

- Learning and innovative organization
- Proactive and visionary leadership
- Flexible and motivating environment
- Performance focused workplace
- Effective people strategy
- Progressive employer-employee relations

Major Projects

Description	Target	Output/Outcome
Human Resource Renewal	March 2004	Restructuring and consolidation of ministry operations complete. Staff are well positioned for future assignments. Succession and workforce plans are in place. Employee recognition programs reinforce ministry values. Employer/union relations within the ministry are maintained or enhanced.
Employee Development	December 2003	Available learning funds are aligned with ministry operational objectives. Employee performance and development plans are in place. Staff are aware of learning priorities. Employees are oriented to ministry and work unit objectives.
Internal Communications	March 2004	Employee awareness of ministry directions and opportunities to participate are maximized through use of multiple communication channels.

Information Resource Management Plan (Summary)

Information Management Directions for the Ministry of Community, Aboriginal and Women's Services

- Web-enabled service delivery
- A focus on 'One Corporate Way'
- Fiscal restraint in operating and capital requirements
- Common information technology architecture
- Information accountability

Major Projects

Description	Target	Output/Outcome
Safety Engineering System	July 2004	• More effective monitoring and enforcement activities for safety inspectors through web business transactions, and digital document and work flow management.
Child Care Operating Fund	April 2004	• More effective and efficient funding process for licensed day care providers through digital documents, workflow, performance monitoring and an improved link to Corporate Accounting System. • Parents will use the web to find licensed day care providers in their vicinity.

Appendix A — Agencies, Boards and Commissions

Local Government
- Board of Examiners
- Boards of Variance
- Islands Trust Fund Board
- Provincial Capital Commission
- Community Charter Council
- Municipal Insurance Association

Housing and Building Policy
- Building Code Appeal Board
- BCHMC Board of Commissioners
- Homeowner Protection Office Board of Directors
- Building Safety Advisory Council

Safety and Standards
- Electrical Safety Advisory Committee
- Electrical Safety Appeal Board
- Electrical Safety Board of Review
- Elevating Devices Advisory Committee
- Elevating Devices Appeal Board
- Fire Safety Advisory Council
- Gas Safety Advisory Committee
- Gas Safety Appeal Board
- Power Engineers and Boiler and Pressure Vessel Safety Advisory Committee
- Power Engineers and Boiler and Pressure Vessel Safety Appeal Board
- Fire Safety Advisory Council
- Public Fire and Life Safety Education Advisory Council

Women's Services and Child Care
- Provincial Child Care Council

Community Services and Culture
- British Columbia Arts Council
- British Columbia Games Society
- British Columbia Heritage Trust
- Royal British Columbia Museum

Aboriginal, Multiculturalism and Immigration
- First Peoples' Advisory Committee
- First Peoples' Heritage, Language and Culture Council
- Native Economic Development Advisory Board
- Multicultural Advisory Council

Note: The agencies, boards and commissions reporting to or via the Ministry of Community, Aboriginal and Women's Services are currently being reviewed. This is the list at the time of printing. The actual agencies, boards and commissions under the Ministry as of April 1, 2003 may differ from above.

Appendix B — Ministry Organization

Local Government Department
- Governance and Structure Division
  - Local Government Structure Branch
  - Community Charter Implementation
- Community Transition Division
- Inter-Governmental Relations and Planning Division
  - Planning Branch
- Local Government Services and Infrastructure Division
  - Municipal Engineering Branch
  - Infrastructure and Financial Management
- Local Government Policy and Research Branch
- Public Library Services Branch

Housing and Building Policy Department
- Housing Policy Branch
- Building Policy Branch

Safety and Standards Department
- Safety Engineering Services Division
  - Certification, Licensing and Quality Management Branch
  - Electrical and Elevating Devices Safety Branch
  - Management Services Branch
  - Boiler, Gas and Railway Safety Branch
- Office of the Fire Commissioner

Community Services and Culture Department
- Cultural Services Branch
- Heritage Branch
- Sports and Physical Activity Branch

Olympic Bid, Community Initiatives and Vancouver Agreement Department
- Olympic Bid Secretariat
- Community Initiatives and Vancouver Agreement Branch

Aboriginal, Multiculturalism and Immigration Department
- Aboriginal Directorate
  - Negotiations and Corporate Mandates Branch
  - Social and Economic Initiatives Branch
- Immigration Division
  - Immigration Programs Branch
  - Immigration Policy and Intergovernmental Relations Branch
- Settlement and Multiculturalism Branch
- Planning and Resource Management Branch

Women's Services and Child Care Department
- Women's Policy Branch
- Stopping the Violence Branch
- Child Care Policy Branch
- Child Care Programs Division
  - Child Care Programs Branch
  - New Initiatives Branch
  - Parent Subsidy Branch

Corporate Services Department
- Finance and Administrative Services Branch
- Strategic Human Resources
- University Endowment Lands
- Information and Privacy Branch
- Corporate Policy and Planning Branch
- Organization, Transformation and Development Branch
- Information Systems Branch